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12 May 1977

MEMORANDUM FOR: Director of Training  
VIA: Chief, Functional Training Division  
25X1A FROM: [REDACTED]  
Chief, Intelligence Training Branch  
SUBJECT: Course Report, Intelligence Process Course  
No. 3-77, 21 March - 22 April 1977

The five-week, full-time Intelligence Process Course (IPC) concluded on 22 April with no major problems noted by staff or students. The course objectives (Attachment 1) were well met in the opinion of the course manager. Student reaction to the varied activities was generally positive, and the class attitude was good.

1. Student Participation

The class was a serious and active group. Guest speakers commented on several occasions on the quality of questions and extent of interest of the students. There was little to distinguish the level of participation of the 14 Career Trainees and 5 internal officers (Attachment 2). Missing was the occasional touch of levity that served to relax the previous (IPC No. 2-77) class.

2. Student Evaluation

On a scale of 1 to 7, with 7 being "highly satisfactory," the students gave the IPC an average ranking of 5.6 for having achieved its stated objectives. Five students elected to submit their evaluations anonymously, and thereby precluded the possibility of comparing the range of CT rankings with those of non-CTs.

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### 3. Student Observations and Suggestions

Comments on course content followed previous patterns. Criticism and praise of presentations and exercises generally tended to cancel each other, reflecting different student interests, experiences and expectations.

Highlights were the presentations by [REDACTED], former liaison officer with the DDO, [REDACTED], the Assistant National Intelligence Officer (NIO) for Western Europe, and the seminar session with the two NIOs. Anne Karalekas, staff member of the Senate Select Committee, and

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The severe criticism of [REDACTED] presentation on "Analytical Support to Operations" was warranted. John had been directed not to describe explicitly where he worked or what he did and, therefore, attempted to discuss his work in broad generalities. The session quickly dissolved into something resembling "Twenty Questions," to the embarrassment of all concerned.

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Military briefings received their usual criticism as being "long on organizational charts and short on operational detail." This was particularly true for the two young captains from the newly created U.S. Army Intelligence and Security Command (INSCOM). The briefers came from Arlington Hall and coped with a jerry-rigged arrangement to accommodate their carefully orchestrated slide and dual-presentation performance. Both men fared much better in the less formal Q&A session. One briefer at NSA told the class more about Soviet missiles than most wanted to know, although he did receive positive comments from two class members.

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[REDACTED] new (to the IPC) briefing format was generally well received. In an oral critique the last day, students agreed that the two-briefing format should be retained even when the course is reduced to four weeks.

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Principal recommendations focused on eliminating or refocusing several of the military briefings, and adding visits to the National Security Council and the National Military Command and Control Center (off-limits). No one suggested a restructuring of the course in either design or emphasis.

#### 4. Problems Encountered

The course ran smoothly except for the final week. No day in the fifth week followed the original schedule. But a little luck in booking excellent substitutes and juggling activities around left only a slight blip in the rhythm of the course.

#### 5. Student Comments

The Career Trainees in the course were highly motivated and serious. The contrast in atmosphere with the November - December running was notable, as an air of relaxed good humor between formal sessions was supplanted by one of quiet intensity. They were very disturbed by specific instances cited of policymakers apparently paying little attention to inputs from the Agency. Some too easily made generalizations of such cases and questioned whether we were ever heeded! Another concern was redundancy in the Community--specifically questioned was the necessity for both the Office of Regional and Political Analysis in CIA and INR in the Department of State. An understanding of the realities in both areas of concern seemed to have been achieved by the end of the program.

#### 6. Results of Changes and Innovations

New presentations, formats and exercises are discussed in the order of their appearance in the schedule:

a. Requirements Panel. The complexities of the requirements process seemed to warrant more attention than a simple presentation. A panel was organized, consisting of representatives from the DDO as collector, Center for Policy Support as consumer, and three

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requirements officers from the Office of the Comptroller representing human, imagery and SIGINT collection. [REDACTED], NE Division, strayed from the panel format to argue for the skill of the DDO in generating requirements as well as collecting, often by-passing the formal process. Oral student comments indicated that many felt this detracted from an otherwise useful format for discussing requirements.

b. Analytical Support to the DDO. This lecture has been discussed in Section 3.

c. Presentations by the new DDI offices--Office of Regional and Political Analysis (ORPA), Production and Presentation Group (PPG), and Center for Policy Support (CPS). The three presentations provided a good overview of office functions. The PPG presentation was highlighted by a discussion and demonstration of the videodisc.

d. Communicating Information and Intelligence. One half-day was devoted to the ways in which information and intelligence is communicated from the field, and within the Community and the Agency. The Office of Communications did an excellent job, particularly in handling the tours. However, the utility of this segment in a shortened IPC is deemed marginal.

e. "Our Assessment Is..." Exercise. The class was divided into three teams, each charged with preparing an oral assessment of the strengths and weaknesses of the intelligence process, with recommendations for improvement and for areas needing further study. The class was very active and clearly took the exercise seriously. This provided a useful vehicle for review and some measure of accountability.

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f. Special recognition is given to [REDACTED], a CT who formerly served as a senior watch officer. When it was clear a visit to the Operations Center would be impossible, [REDACTED] offered to brief the students on the mission and functioning of the Center. He gave an excellent presentation, using slides borrowed from the Center.

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7. Future Changes and Innovations

The next (July) running of the IPC will be one week shorter--four weeks instead of five. The basic format will be retained. Specific deletions have not been determined, but potential candidates would include the National Military Intelligence Center and Defense Intelligence School visits, and the Office of Communications segment.

8. Class Composition

Attachment 4.

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Attachments:

- 1 - Course Outline
- 2 - Course Roster
- 3 - Evaluation Form
- 4 - End-of-Course Data Sheet

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